

13 September 1972

MEMORANDUM FOR: DDP/TRO

SUBJECT : Items for Discussion with Senior Training Officers

1. Per our phone conversation yesterday, I have had for some time a number of ideas kicking around in my mind which I think might bear some airing with the area division training officers. As I indicated, I am not yet certain what kind of a time period we should be considering here, but my instincts tell me that a day would be sufficient, and a half day might even be better. I think in any event that an agenda or at least a list of subjects for discussion should be circulated in advance to give the participants a chance to think, if they are so inclined, about the points to be discussed.

a. The degree of operational training which non-professional people should get. Here I have in mind the realities of service in very small posts to which there are innumerable senior officers prepared to testify and at least one recent rather spectacular case where lack of training caused a very serious problem. I'm aware of higher level feelings about this, but still believe it should be explored.

b. The problems with TDY visitors to field stations which training or orientation might help obviate. There is some emphasis on this in the orientation we are just inaugurating for TSD and I have the feeling that there are other reservoirs of non-DDP travelers who might benefit from some preparation in this area.

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c. The adequacy of preparation of officers on their first tours to handle such things as HOC, liaison, and walk-ins; their ability to elicit and debrief effectively; their ability to prepare their own intel reports.

d. Suggestions for ways in which appropriate operational material may be ear-marked for OTR use and ways in which OTR can keep itself informed on changing doctrine or division operational policy.

e. Feedback - the old question of training effectiveness, not just at the conclusion of the training course but rather from a point of view from a man's first field supervisor; also, of course, the follow-up reporting on agent and liaison training effectiveness.

2. I would like also to get from the participants an understanding of what functions they are assigned and to what extent, if any, they are involved in matters concerning training of agents and liaison services, as well as that of staff officers, and the degree of authority their recommendations carry.

3. Finally, I see a small gathering like this as an ideal opportunity for this group of officers to express any ideas or suggestions which they have with respect to any operational or operations-related training. I don't know whether at this point there is any reason to deal with the AOC and attempt to get their reactions to where the emphasis should be and at what point in a man's career this should come, but I would welcome any thoughts you have on this subject.

4. With luck we will be able to schedule this conference for some time in October, but in any event I hope no later than November and probably in a Headquarters conference room. At the moment I am thinking only in terms of the geographical divisions. [redacted] If you feel it necessary to include the training officers from the staffs I would be glad to do so, although we do wish to keep the group as small as possible. It goes without saying that you are invited.

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Chief, Operations School/TR

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